

The Comprehensive Plan and Other Plans and Policy Documents

Exploring the Linkages

Overview

In an ideal world, many plans in a jurisdiction should be fully linked with the Comprehensive Plan. The priorities in the respective plans should mirror each other and be fully connected to implementation mechanisms. Other plans tackle challenges that are beyond the scope of the Comprehensive Plan and a strong linkage would not typically be sought.

The purpose of this document is to outline major plans and policy documents in the District of Columbia,¹ examine the current linkage with the Comprehensive Plan,² and explore where those linkages might be strengthened. This document will draw from interviews with internal and external stakeholders as well as analysis by OP and the consulting team. Readers may wish to refer to the appendices which describe the major plans.

In considering the possible linkages between the Comp Plan and other plans, you will note that most linkages are currently weak or non-existent. Some of this can be attributed to the historical context. The Plan was last updated at the end of the last mayor's term when the Office of Planning had less than 10 professional staff. With the election of Mayor Williams and the appointment of a new leadership team, there was little institutional knowledge of the Comp Plan and its priorities. Of those who were familiar with the Comp Plan, many did not find it be useful guide. They observed that the document was not specific enough in major policy arenas, often contradictory, and difficult to read. Therefore, many of the plans that emerged during the Williams administration did not reflect the Comp Plan. In interviews, internal stakeholders suggested revising the timing of the update of the Comp Plan so it does not fall at the end of a mayoral term in order to correct this structural problem that will occur whenever a new mayor is elected.

Important Linkage Areas

It is beyond the scope of this effort to consider every possible linkage between the Comp Plan and all existing plans. Several key linkages have been identified and are discussed below. The Task Force may wish to surface other linkages members believe are of high priority. The linkage between the District Elements and the Federal Elements of the Comp Plan will be discussed in a separate document.

¹ A catalog of major plans can be found in the Appendices.

² All references to the Comprehensive Plan speak only to the District Elements of the Plan unless otherwise noted. The linkage between the District Elements and the Federal Elements will be discussed in a separate document.

There is one critical linkage that will be discussed in two places – the linkage between the Comp Plan and the Zoning Regulations. Some of the elements of this linkage will be discussed here. This important topic will also be discussed as the Task Force reviews the amendment process for Comp Plan updates.

Each section below melds staff and consultant analysis with data gathered from interviews with external and internal stakeholders.

Comp Plan and Zoning Regulations

Background:

One of the foundations of effective city planning is a close relationship between the comprehensive plan and the zoning ordinance or regulations. This relationship not only provides the legal foundation for local governments determining land use, the zoning ordinance is a primary vehicle for implementing the policies and priorities of the Comp Plan.

It is important to note that in DC, these two documents have a different legal standing and are developed in different ways than in most jurisdictions. In most jurisdictions there is a Planning Commission, appointed by elected officials, that is primarily responsible for working with the community on the comprehensive plan and the zoning ordinance and making recommendations to the elected body. The Comp Plan is usually adopted by resolution (not as an ordinance as is done in the District) and the zoning rules are passed as an ordinance (not as a regulation as is done in the District).

Typically, a major Comp Plan update in a jurisdiction sets in motion a subsequent zoning ordinance update that reflects the updated Comp Plan. Further, most jurisdictions operate within a framework where the zoning ordinance “shall be consistent” with the Comp Plan, which is stronger than the “shall not be inconsistent with” language used in DC. The Planning Commission, as previously mentioned, has responsibility for recommending to the legislative body in most jurisdictions. In the District, the Comp Plan is recommended by the Mayor to City Council which is then passed as ordinance and the Zoning Regulations are adopted by the Zoning Commission. The Plan is developed by the Office of Planning, whose opinions on rezoning are required to be given “great weight” by the Zoning Commission, who also has their own staff support.

Findings:

Many interviewed have noted that the District’s unique system has merit as well. They commented that as an appointed body with both local and federal representatives, the Zoning Commission is a more deliberative body that is somewhat removed from daily politics and does not feel the tensions around constituency demands in the same way that an elected official often experiences them.

At the same time, some interviewees noted that the Zoning Commission has not kept pace with the changes to the Zoning Regulations called for in recent updates to the Comprehensive Plan. There are map issues (e.g., Comp Plan showing one type of land

use and the Zoning Regulations another), significant rewrites, and small text changes. It has also been noted that since the Zoning Commission has a fixed meeting schedule, it can only complete so many changes in a given time period, especially if issues are handled serially rather than as a large package of changes.

Interviewees also noted the implications of the observation that the Comp Plan is both too general and too specific. For example, within the Comp Plan there are Housing Opportunity Areas that are denoted by an icon on the map and have very little descriptive language in the text. In this case, the Zoning Commission and staff find it difficult to estimate where the Housing Opportunity Area should extend and take meaningful steps to implement the concept. At the same time, it was noted that the Comp Plan speaks to specific parcels which some see as too specific and not respecting the role of the Zoning Regulations. Recommendations were made to remove items from future updates of the Comp Plan that are too specific and adding clarity to broad concepts in the Comp Plan.

Moreover, questions have surfaced on the latitude the Zoning Commission has in implementing the Comp Plan, by addressing inconsistencies between zoning and the Comp Plan. This research identified that the Zoning Commission reviews the Comp Plan including the Generalized Land Use Map as a part of its analysis. With that information, the Zoning Commission determines the approach for carrying out the Comp Plan's intent.

Suggestions that Surfaced:

Two strategies were suggested for helping the Zoning Commission work on updates to the Zoning Regulations called for in a newly-updated Comp Plan. First, it was suggested that when the Comp Plan is passed by Council, priorities for Zoning Regulation changes be offered by the Council as guidance to the Zoning Commission. This would enable the Zoning Commission, should it choose, to develop a work plan for Zoning Regulation updates which tracked priority issues in the Comp Plan. Secondly, it was suggested that for major changes called for in the Comp Plan, new draft zoning language be developed simultaneously for consideration by the Zoning Commission. Implicit in both of these suggestions is the idea that the Zoning Commission needs to develop a methodology for making a number of changes to the Zoning Regulations simultaneously as a part of improving conformity between the Comp Plan and the Zoning Regulations.

Comp Plan, CIP, and Public Facilities Planning

Background:

Plans, seasoned government officials will note, are only plans until resources are committed to their implementation. The most common way other jurisdictions attach resources to Comprehensive Plan priorities is through a strong linkage with the Capital

Improvements Program (CIP).³ As noted in the review of other cities, there is a strong linkage between the CIP and the Comp Plan in Minneapolis, Denver and Kansas City. This includes forming a citizens committee, developing criteria for weighing capital projects, and forwarding recommendations to decision makers.

The Capital Improvements Plan includes city-owned facilities (e.g., schools, parks, recreation centers, offices, parking lots, agency facilities), city-owned equipment (e.g., police cars, fire trucks, snow removal equipment, etc.), and transportation infrastructure (e.g., roads, bridges, Metro, etc.). Jurisdictions typically seek to maximize the strategic impact of these large investments. So, for example, investments in transportation infrastructure may be a key component of both stimulating the construction of and serving a major new development. Investments in a school or community center may be a pivotal component of neighborhood revitalization strategy, and so on.

Although it has not been the case in recent years, new budget instructions to agency directors for proposing projects for inclusion in the District's CIP now ask whether the proposed project is consistent with the Comp Plan.

Findings:

One of the most common linkage issues identified by internal stakeholders focused on public facilities issues in the District and how they might be addressed proactively through the Comp Plan update and a linkage with the CIP. Observations that were made by senior District officials included:

- Nineteen of the 33 District fire stations are designated historic. They can not be renovated to meet current equipment and personnel needs. Many are in need of complete rehabilitation. Some are not well located for current patterns of development.
- Both public safety (through community policing) and human service programs (through a focus on prevention, integrated services, and family support) are actively decentralizing the delivery of services. This strategy creates a number of facility needs which are not met.
- Many agencies share a need for place to park large vehicles. That should be coordinated.
- As land grows scarcer in the District, some facilities are going to need to grow vertically in order to fit in the available space. We should intentionally think this through.
- Public facilities planning is conducted at an agency level and forwarded to their respective deputy mayor, we need to work across agencies and across clusters to develop an integrated strategy.
- DCPS has noted in their facilities planning that some schools will have excess space and they wish to partner with DC agencies to fully utilize this space with complementary services.

³ The "Capital Improvements Program" is the phrase typically used to refer to the six-year program of projects. The "Capital Improvements Plan" refers to the first, funded year of the Capital Improvements Program.

It also was noted that the Public Facilities element in the Comp Plan is one of the weakest elements.

Suggestions that Surfaced:

There are numerous opportunities to strengthen the connections between the CIP and the Comp Plan and improve public facilities planning in the District. Some suggestions that for public facilities planning included: developing an interagency planning group for public facilities, conducting interagency needs assessments among the agencies that shared the needs for certain kinds of facilities, and develop a strategic linkage between District agencies and DCPS to focus on building neighborhood places (see discussion of Safe Passages below) utilizing schools as one kind of neighborhood place. There were also suggestions made to create a more formal review process for possible CIP projects using the criteria from the Comp Plan.

Comp Plan and the Transportation Vision Plan

Background:

The District's Department of Transportation (DDOT) developed the first **Transportation Vision, Strategy and Action Plan** (better known as the Transportation Vision Plan) in 1997. This document represented a substantial leap forward in transportation planning in DC. DDOT is currently updating the Transportation Vision Plan and expects to complete this work by Summer 2003.

Findings:

DDOT was surprised to learn that this plan was not reflected in the 1998 update to the Comprehensive Plan. Further, the document anticipates some land use changes to better link transportation and land use which were not made as well.

Their hope is that the Transportation Vision Plan is adapted to serve as the backbone of the Transportation Element of the Comp Plan. They also would like transportation-related land use issues (e.g., putting more density near transportation improvements) to be addressed.

With the current emphasis on Transit Oriented Development in the District, this would request would not only appear to match well with current District priorities but dramatically strengthen the linkage between the two plans.

The Comp Plan and Safe Passages

Background:

The District of Columbia is in the midst of a transformation of its human services system – redesigning human services delivery, gaining back management of core program areas from the courts through demonstrating management capacity and reform strategies, and developing integrated strategies across programs and with the schools. The written cornerstone of that effort is a plan known as Safe Passages. The Safe Passages Children and Youth Action Plan was developed to improve child and youth well-being.

The plan reflects the need to ensure that District children and youth have safe passages through childhood and healthy transitions into adulthood. This effort is:

- Focused on results;
- Guided by families themselves;
- Neighborhood-based; and
- Fully accountable.

This effort is focused on seven goals:

- Goal 1: Children Are Ready for School
- Goal 2: Children and Youth Succeed in School
- Goal 3: Children and Youth Live in Healthy, Stable, and Supportive Families and Environments
- Goal 4: All Youths Make Successful Transitions to Adulthood by Choosing Healthy Behaviors
- Goal 5: Seniors are Valued and Live with Dignity and Independence in Community Settings They Prefer
- Goal 6: People with Disabilities Live with Dignity and Independence in Community Settings They Prefer
- Goal 7: Residents Have Opportunities for Lifelong Learning

This effort envisions a system of “Neighborhood Places,” centers in neighborhoods where public services will be available and integrated across agency lines. The neighborhood centers will be closely linked to existing private and faith-based networks, ensuring that families benefit from the range of community partners who are already there to help.

Findings:

Most Comp Plans, including the District’s, have a human service element. As the survey of Task Force members revealed, the human services element is often one of the least-used elements of the Plan. Some suggest this is due to the fact that human services are not thought of as a typical Comp Plan issue. Other suggest that the District’s element – and most others – use global “filler” language that is not a plan, a strategy, or a policy.

Suggested that Surfaced:

Safe Passages and the strategy it represents has specific implications for neighborhood planning and public facilities planning in the District. An update to the Comp Plan could either create a vital human service element that then is integrated with other elements or have less emphasis on the human services element but extract the neighborhood and public facilities elements from the District’s human services strategy and integrate that material in the appropriate sections.

Plans Linked to Neighborhood Action

Background:

In the current administration, plans have been strategically used as a vehicle to respond to citizen priorities and concerns, improve government performance and focus attention

on key goals. This family of plans which is known collectively as Neighborhood Action⁴ includes the Citywide Strategic Plan (CWSP), Agency Strategic Plans, Strategic Neighborhood Action Plans (SNAPs), and Persistent Problem Area plans (PPAs). They were conceptualized as an interrelated set of plans to drive budget priorities, align services with citizen priorities, balance citywide and neighborhood needs, and tackle tough problems in District neighborhoods. These plans are in addition to the common issues-focused plans (e.g., capital improvement plans, transportation, human services, etc.) that are found here as well as in most jurisdictions.

Findings:

While some may critique the implementation, the planning framework embodied in Neighborhood Action is among the most strategic and nuanced efforts in place in a major metropolitan area. It is strategic because the plans drive and align major systems of District government. It is nuanced because it is responsive to the varying requests, concerns, and demands of citizens. In fact, the framework can be explained by categorizing the way citizens express themselves about issues as is shown in Table 1. While the Comp Plan may have a longer life than the planning framework used by any administration, this family of plans offers the possibility of an integrated implementation framework and vehicle for the District to conduct short and long range planning on issues not covered by the Comprehensive Plan.

Currently, the Comprehensive Plan is not reflected in any of these plans except for some of the SNAPs. There are opportunities to strengthen the linkages between the Comp Plan and these plans that are discussed in the next section.

⁴ For those unfamiliar with Neighborhood Action, it is important to note that the name encompasses a broad range of activities that range from citywide to the block level. Its purview extends well beyond neighborhoods.

Table 1. The Neighborhood Action Planning Framework

Citizens Say:	Neighborhood Action Planning Framework
"Fix this service problem in my neighborhood."	Please call 727-1000. (While this number is not a part of the planning framework, it is a part of the overall strategy.)
"Fix this tough problem in my neighborhood."	Persistent Problem Area Plans (PPAs). Eight Neighborhood Service Coordinators lead a ward-based, multi-agency team to tackle tough problems that require multi-agency coordination. Teams work with citizens to implement a strategy. Approximately 80 PPA plans are active at any point in time.
"Develop a plan to address these important issues in my neighborhood."	Strategic Neighborhood Action Plans (SNAPs) Eight Neighborhood Planning Coordinators work with citizens to develop plans for their cluster. There are 39 neighborhood clusters. Plans represent budget and resource commitments by District agencies.
"Let's have some clear priorities for the District of Columbia."	Citywide Strategic Plan (CWSP) The CWSP is developed in draft by the Mayor and senior leadership to present to citizens at the biennial Citizen Summits. Citizen deliberations are used to reshape and prioritize the draft CWSP. The next version of the CWSP is presented back to citizens at a Neighborhood Action Forum approximately two months after the Summit.
"Make agencies and the Administration accountable."	Agency Strategic Plans and Performance Contracts Each agency is required to complete a Strategic Plan which contains a longer-term vision and a near-term action plan. The Strategic Plan is expected to include elements of the CWSP, SNAPs, and PPAs. Accountability is reinforced through Performance Contracts between the Mayor and Agency Directors that include key elements from these plans.

Comp Plan and the Citywide Strategic Plan

Findings:

The Citywide Strategic Plan (CWSP) is updated biennially as discussed above. The linkages between the Comp Plan and the CWSP are currently weak but could be much stronger.

Many noted that the most important decision is how to conceptualize the relationship between the two documents:

- Is there a hierarchical relationship with one document the umbrella for the other?
- Or, is the Comp Plan primarily a policy document and the CWSP becomes a key implementation plan?
- Or, are they co-equal documents with some overlap and some places where each plan addresses issue the other does not cover?
- Or, is the answer to each of the above questions, “yes, in part” and the relationship between the documents vary depending upon the issue area?

Suggestions that Surfaced:

Most suggested that the appropriate way to approach this question is embodied in the last bullet (above). This suggests that as the Comp Plan is updated, an issue-based analysis is conducted for ascertaining the relationship between the two plans – issue by issue. Further, some have suggested that the next Citizen Summit tackle some issues that are a part of the CWSP and the Comp Plan.

Ward Plans, Small Area Plans and other Neighborhood Plans

Background:

Neighborhoods are one of the most important assets of any jurisdiction and, as such, are worthy of significant planning attention. The linkage established between the general elements of the Comp Plan and neighborhood planning is often one of the most critical choices to be made. Jurisdictions make different choices. For example:

- In Seattle, Neighborhood Plans must be consistent with the Comprehensive Plan. Although most of the Neighborhood Plans are included in the Comp Plan, they are not official policy. Seattle, which anticipates significant population growth has allocated different amounts of the expected growth to each “neighborhood village.”
- In Kansas City, the Comprehensive Plan provides guidance to the 19 areas plans, which in turn provide guidance for over 300 neighborhood plans across the city.
- In Denver, all other plans are supplemental to the Comprehensive Plan. They have equal advisory weight be they Subject Area Plans (e.g., land use, transportation, housing plans across the city) or Small Area Plans (e.g., neighborhood, corridor, district).

- In Minneapolis, the Comprehensive Plan provides guidance for further refined small area plans. This effort is then linked with an ambitious Neighborhood Revitalization Program which is funded through tax increment financing.
- In Portland, the Comprehensive Plan provides guidance for the Neighborhood Plans, which are also policy but at a smaller scale.

Findings:

In the District, many have observed that neighborhoods not only receive significant attention, they are over-planned. Most go on, however, to quickly note that they neighborhoods are under-planned as well. Understanding this paradox may be central to developing an effective neighborhood planning framework here.

There are numerous neighborhood level plans in the District. Ward Plans are the statutorily mandated section of the Comp Plan that address neighborhood issues. Small Area Plans are to provide supplemental guidance to the Comp Plan. Other plans that are found District-wide include SNAPs, PPAs, and PSA Plans.⁵ There are also plans prepared for individual neighborhoods such as SNIPs, plans associated with funding (e.g., federal programs such as Weed and Seed or neighborhood-focused human service plans through the Children Youth Investment Trust), small area plans (e.g., Takoma Plan, Anacostia Waterfront Initiative) and plans initiated by non-governmental organizations such as CDCs and universities.

So for any given neighborhood in the District, there is not only a Ward Plan, a SNAP, a PSA Plans, (all of which have separate boundaries) and several PPAs, there are commonly one or two additional plans unique to that areas. Currently, there is no established relationship among these plans and the same questions that were posed for the relationship between the Comp Plan and the CWSP can be posed here for the relationship between the Ward Plan and each of the other plans.

- Is there a hierarchical relationship with one document the umbrella for the others?
- Or, is the Ward Plan primarily and policy document and the others, implementation plans?
- Or, are they co-equal documents with some overlap and some places where each plan addresses issue the other does not cover?
- Or, is the answer to each of the above questions, “yes, in part” and the relationship between the documents vary depending upon the issue areas and the respective plans?

Prior to answering these questions, it may be helpful to know of the different perspectives on the Ward Plans. Both internal and external stakeholders noted that most of the contradictions in the Comp Plan emerge in the Ward Plans. There are both internal contradictions and contradictions with the General Elements. Further, many of the complaints about the Comp Plan being, in part, too specific are actually concerns expressed about the Ward Plans. Finally, concerns were expressed about the integrity

⁵ A description of each neighborhood level plan can be found in Appendix 2.

of Ward Plans as planning documents. Some felt that the Ward Plans often seemed more like lists of items raised at community meetings rather than coherent and integrated documents.

Internal stakeholders and agency directors, in particular, raised another set of concerns about neighborhood-level plans. They noted that there are different and competing sets of priorities in these plans and that they do not have enough resources to respond to all of the priorities. It was this observation, in particular, that contributed to the notion that neighborhoods are both underplanned and overplanned. Agency directors noted that there were plenty of plans, but that they were unrealistic because they did not link well to each other and did not share common priorities, making it difficult to implement any of the plans.

Suggestions that Surfaced:

Based on these analyses, there were some recommendations for how to bring greater order to family of neighborhood-level plans.

- The Ward Plan should be the umbrella document, creating an overarching framework for SNAPs and SNIPs, both of which should be viewed, in part, as means to implement the Ward Plan. Both SNAPs and SNIPs will address issues not covered in Ward Plans or the General Elements of the Comp Plan.
- The Ward Plan should be a higher-level, more strategic document that does not speak to specific parcels and presents an integrated framework that is fully complementary to the policies and priorities in the General Elements.
- The Ward Plans and the PSA plans do not need greater integration.
- PPAs generally are should remain coordinated with the priorities in SNAPs and SNIPs.

This document is designed to assist the Task Force in responding to Section III(e): of the Mayor's Order: "Provide input on the overall framework of the Comprehensive Plan (e.g., relationship between the Comprehensive Plan and other plans and policies). Based on input, the Task Force shall review and outline options for how to improve the overall framework of the Plan."

It also assists in responding to the following parts of the Council's Resolution: Section 2(e)(2): The importance of planning policy embodied within a Comprehensive Plan within the decision-making machinery of the District government, including its agencies and commissions; Section 2(e)(3): "How long-range capital budget and other District financial resources, which are annually updated, should be reflected in the Comprehensive Plan-related documents" and Section 2(e)(6): "Clarifications of the relationship between the Comprehensive Plan and other District planning undertakings, including those taken by the Department of Transportation and the National Capital Revitalization Corporation."

Appendix 1

Major Citywide Planning Documents in the District of Columbia

Plan: Citywide Strategic Plan
Responsible Office: City Administrators Office
Cycle: Updated every two years
Current? Yes
Linkage to CP? No active linkage. Some of the themes are complementary.
Web: <http://www.neighborhoodaction.dc.gov/neighborhoodact/lib/neighborhoodact/stratplan.pdf>

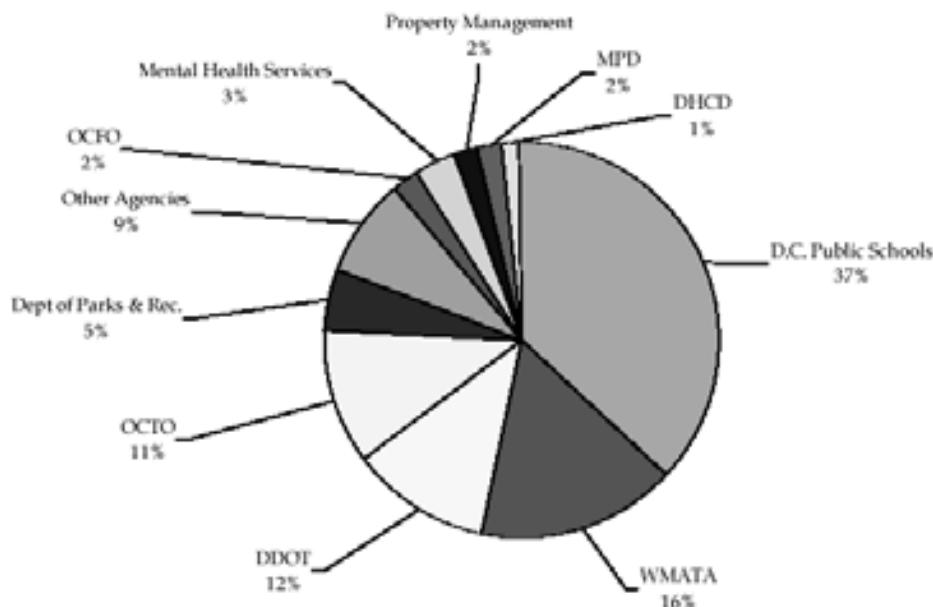
The Citywide Strategic Plan (CWSP) is a major policy and priority document for the District of Columbia and the driving document in a two-year performance management cycle. Biennial Citizen Summits are used to elicit citizen priorities which guide and shape the priorities expressed in the CWSP. The CWSP is organized around five themes which were shaped by the first Citizen Summit in 1999. The themes are Strengthening Children, Youth, Families and Elders, Building Sustainable Neighborhoods, Promoting Economic Development, Making Government Work, and Enhancing Unity of Purpose and Democracy. The version of the CWSP shared with the public largely articulates budget commitments that have been made to respond to the various priorities.

Plan: Capital Improvement Program
Responsible Office: Chief Financial Officer
Cycle: Updated annually
Current? Yes
Linkage to CP? Although the CIP notes a linkage to the Comp Plan, actual linkage is weak. Some have noted that this is due to weak Public Facilities element in the Plan.
Web: <http://cfo.dc.gov/budget/2003/pbfp.shtm>

The Capital Improvements Plan (CIP) is a chapter in the annual Budget and Financial Plan prepared by Office of Budget and Planning under the direction of the Chief Financial Officer. The Capital Improvements Plan is the first year of six year Capital Improvements Program. The CIP includes items funded by District as well as transportation improvements funded by the Federal Highway Trust Fund. The total capital budget for FY2003 is \$881,428,000. Planned budget for the five year period is \$3,332,700,000. Figure 6-1 (excerpted from the CIP) shows the major allocations. A number of the projects discussed in the CIP related to topics in the Comp Plan.

Figure 6-1:

**FY 2003 to FY 2008 Planned Expenditures by Major Agency
(Including Department of Transportation (DDOT) - Federal Highway Trust Fund)**



Plan: Safe Passages
Responsible Office: Deputy Mayor for Children, Youth, Families, and Elders
Cycle: Updated annually
Current? Yes
Linkage to CP? None.
Web: http://www.dc.gov/mayor/safe_passages/index.shtm

Safe Passages is the major planning document for human services in the District of Columbia and covers the following major goal areas:

- Goal 1: Children Are Ready for School
- Goal 2: Children and Youth Succeed in School
- Goal 3: Children and Youth Live in Healthy, Stable, and Supportive Families and Environments
- Goal 4: All Youths Make Successful Transitions to Adulthood by Choosing Healthy Behaviors
- Goal 5: Seniors are Valued and Live with Dignity and Independence in Community Settings They Prefer
- Goal 6: People with Disabilities Live with Dignity and Independence in Community Settings They Prefer

- Goal 7: Residents Have Opportunities for Lifelong Learning

Safe Passages is focused on achieving results through understanding progress made on a series of indicators. Indicators are measures of a condition or outcome that help describe the well being of the District's children and families. They provide a way to track a condition or outcome and set goals for improvement. For example, the rate of low birth weight babies helps tell us whether babies are born healthy, since babies born at low birth weight reflect a segment of children at risk for a variety of health problems as they progress through the various stages of growth. Planning based upon a system of goals, results, and indicators is considered state of the art in the human services field.

This core document is augmented by a number of more focused plans that cover specific areas. These includes efforts focused on substance abuse prevention, community-based housing, youth safety and juvenile justice, and other areas.

Plan:	Mayor's Policy Agenda
Responsible Office:	Deputy Chief of Staff for Policy and Legislative Affairs
Cycle:	Updated Biennially
Current?	No
Linkage to CP?	None.
Web:	http://www.dc.gov/mayor/policy_agenda/index.shtm

The 2001-2002 Policy Agenda accompanied the proposed FY2002 Budget and Financial Plan: Building a City that Works for Everyone — Neighborhood by Neighborhood. Chapters in the Policy Agenda provide greater background, detail, and philosophy on budgetary, legislative, and programmatic initiatives, as well as raise issues and questions that the elected leadership and the broader community should discuss while deciding priorities and allocating resources. Major sections of this document were devoted to Education Our Children, Expanding Neighborhood Quality of Life, Strengthening the Safety Net for Vulnerable Citizens, and Continuing Progress toward Sound Government.

Plan:	A Transportation Vision, Strategy and Action Plan
Responsible Office:	Department of Transportation
Cycle:	Approximately every five years. Last completed in 1997.
Current?	Currently being updated. Expected completion in Summer 2003.
Linkage to CP?	Weak
Web:	http://www.ddot.dc.gov/information/documents/strategic_plan.shtm

The Strategic Transportation Plan completed in 1997 was the first plan of its type for the District. It was one of the first applications of the use of scenario planning to a transportation plan in the US. Scenario planning works exploring possible futures, rather than just following existing trend lines. The plan works from a vision and includes strategy and action plans for Information, Parking/Roadway, Transit, Bicycle/Pedestrian, Goods Movement, Multi-Modal Transportation Corridors, Institutional/Financial, and Early Action Items.

Even though this plan was completed prior to the last update of the Comp Plan, it was not reflected in that update. Further, this plan contemplates land use changes to better link land use and transportation that are also not reflected in the Comp Plan.

Plan:	Parks and Recreation Master Plan
Responsible Office:	Department of Parks and Recreation
Cycle:	First Master Plan
Current?	Currently being developed. Expected completion in Summer 2003.
Linkage to CP?	Unknown.
Web:	N/A

The Department of Parks and Recreation is currently preparing a master plan for all of its facilities. The master plan will explore how the facilities meet the current patterns of need, propose changes to better meet the needs, and develop a capital improvements strategy.

Plan:	Agency Strategy Plans
Responsible Office:	Respective Agency Directors
Cycle:	Biennial. Linked to Citywide Strategic Planning cycle.
Current?	Yes.
Linkage to CP?	Varies, although largely none.
Web:	http://www.dc.gov/strategic-plan/index.shtm

Each District agency has a long-term strategic plan with a two-year work plan. The agency strategic plans are expected to follow priorities expressed in the Citywide Strategic Plan. The agency strategic plans also details strategy and action for areas outside the purview of the CWSP. Some of the agency strategic plans, especially those from agencies who are using performance-based budgeting, have especially robust documents. Agency strategic plans also provide the basis for performance contracts between the Mayor and his

department heads. These plans are major implementation mechanisms for citywide priorities and many could have a closer link with the Comp Plan.

Plan:	DCPS Strategic Plan
Responsible Office:	DCPS
Cycle:	Unclear
Current?	Yes.
Linkage to CP?	No
Web:	http://www.k12.dc.us/dcps/boe/business%20plan%20master.pdf
Web for T9:	http://www.k12.dc.us/t9/main/

DCPS completed a significant strategic planning process in 2001. The goals in the plan are:

- Develop, attract, and retain excellent principals and teachers
- Implement first-rate learning environments, rigorous curricula, strong academic programs, and extensive enrichment offerings
- Develop an excellent, service-oriented central administration to support schools
- Maximize the dollars used to improve student achievement
- Enable and energize parent and community involvement
- Strengthen partnerships with city agencies
- The final goal is a seven-point plan to improve special education

One of the major DCPS initiatives is T9. T9 is an initiative that aims to rapidly and effectively transform nine identified DC public schools into high-performing, child-centered, family- and community-focused learning centers with the full collaboration of everyone and anyone interested in ensuring success of the children of the District of Columbia. DCPS expects that the strategies used to improve these schools will lay the foundation for using this approach systemwide.

Plan:	DCPS Facility Master Plan
Responsible Office:	DCPS
Cycle:	Unclear
Current?	Yes.
Linkage to CP?	No
Web:	N/A

DCPS recently finished a complete review of its 149 school facilities and the expected need for facilities based upon projected student enrollment, factoring in the expected role for charter schools. This document recommends a 25%

reduction in square footage while supporting small school populations. This means that, “A number of schools throughout the District of Columbia have excess space.” The plan proposes an ambitious 10-year modernization plan.

DCPS, in line with its strategic plan, has expressed initial interest in exploring how District agencies might utilize excess space in schools and provide services of benefit to the school community. They have wondered whether the Comp Plan might provide a vehicle for those conversations.

Appendix 2

Major Neighborhood Planning Documents in the District of Columbia

Plan:	Strategic Neighborhood Action Plans (SNAPs)
Responsible Office:	Office of Planning
Cycle:	Unclear
Current?	Yes.
Linkage to CP?	Varies by cluster.
Web:	http://www.neighborhoodaction.dc.gov/neighborhoodact/cwp/view.asp?a=1163&q=487308

In October, 39 Strategic Neighborhood Action Plans were released, covering every neighborhood in the city. These plans, which were driven by citizen priorities, detail short and medium term actions and budget commitment by District government. The plans cover each of 39 clusters which are groups of nearby neighborhoods. Cluster boundaries were reviewed at the 1,000 person Neighborhood Action Forum which followed Citizen Summit I. Identified boundary issues were then worked through, cluster-by-cluster. SNAPs priorities not only reflect citizen priorities captured through a neighborhood workshop process, but were aligned with Persistent Problem Areas (see below), targeted neighborhoods through the Strategic Neighborhood Investment Program and supporting areas surrounding DCPS T-9 schools. Some cluster planning processes actively worked with their Ward Plans, others did not. SNAPs are a key component of the Neighborhood Action initiative.

Plan:	Persistent Problem Area plans (PPAs)
Responsible Office:	Neighborhood Services Director, City Administrator's Office
Cycle:	Continual Updates
Current?	Yes.
Linkage to CP?	Varies.
Web:	N/A

Neighborhood Services initiative is a core part of Neighborhood Action. The role of Neighborhood Services is to tackle challenging spots in the District that require the actions multiple agencies to improve the conditions. So, for example, in order to attack the corner with drug dealing, abandoned cars (used to stash the drugs), abandoned houses (used for dealing), broken street lights, and general disorder requires action by MPD, DCRA, DPW, and other agencies. Neighborhood Services provides the framework to support multi-agency coordination and action. Efforts are led by a Neighborhood Services Coordinator in each ward. There are approximately 80 PPAs that are being worked at any point in time. PPAs are linked to the SNAPs and to the DCPS T-9 areas.

Plan:	PSA Community Policing Plans
Responsible Office:	Metropolitan Police Department, Police Service Area Commanders
Cycle:	Continual Updates
Current?	Yes.
Linkage to CP?	None
Web:	N/A

The Metropolitan Police Department has an aggressive community policing strategy that is decentralized through the 82 Police Service Areas (PSAs). Each PSA has a community policing plan that has been developed in partnership with the community. The community policing strategy in the District is holistic, encompassing physical issues and community building strategies.

Plan:	Strategic Neighborhood Investment Plans (SNIPs)
Responsible Office:	Deputy Mayor for Planning and Economic Development
Cycle:	Unknown
Current?	Yes.
Linkage to CP?	Some
Web:	N/A

Strategic Neighborhood Investment Plans (SNIPs) are being developed for a small number of neighborhoods which seek to build on the unique assets of specific areas of the city in order to create visible and meaningful quality of life improvements with the next three to five years. The goal of this effort is to establish clear priorities for neighborhoods to ensure that limited resources are not spread too thinly making it impossible to establish visible progress in any one place.